



Saint Agnes School
Arlington Catholic
High School

Strategic Plan 2024-2027

Focusing on the Mind, Body,
and Spirit, one child at a time.





Introduction & History

Saint Agnes School was established in 1888 and is rich in history and tradition. For over 135 years, we have committed to teaching the Gospel message of Christ; to building a community of faculty, staff and students that is characterized by sharing, educating and believing, and to serving through prayer, worship and social action.

Arlington Catholic High School was founded in 1960 under the direction of Monsignor Oscar O’Gorman. It was built by the parishioners of St. Agnes Parish in Arlington, and originally staffed by the congregation of the Sisters of St. Joseph. Since its inaugural class of 1964, Arlington Catholic has graduated over 9,000 students. Our alumni share the common experience of excellent preparation for study beyond high school and for making a difference in the world. This tradition remains strong today.

In 2017, Saint Agnes School and Arlington Catholic High School joined forces to take two strong schools and make one stronger school with a continuous, unified program for students in Pre-K through Grade 12. We remain the

only Pre-K to 12 Parish School in the Boston Archdiocese. Our Catholic traditions are important to us and remain our guiding light in all that we do.

This Strategic Plan will serve as this schools guiding document for the next three years and contains those priorities deemed most important by our school community. It is based on a collection of data including surveys of staff and families, input from current students, former students, former parents, and even grandparents, as well as over 50, 1:1 meetings with vested stakeholders. It should be viewed as a list of our goals for the school and should serve as the primary road-map for advancing our school for the next three years.

We are thankful to all who participated in this planning process and provided insights into our strengths, weaknesses, opportunities, and threats. We hope that you our readers will agree; we are a fabulous school that maintains a steady eye on being even better. Thank you for joining in the process!



ARLINGTON
CATHOLIC
HIGH SCHOOL

MONSIGNOR JOHN J. LINNEN

NO
TRESPASSING
Police take
notice



Mission & Values

Saint Agnes School and Arlington Catholic High School uphold our strong history and traditions by remaining mission focused and values driven. We know who we are, where we have come from, and where we headed because we never lose sight of these ambitions.

Our Mission Statement reads as follows:

Saint Agnes School/Arlington Catholic High School fosters strong individual academic achievement and character development, centered on our Catholic faith. Our co-educational Pre-K through Grade 12 school nurtures a community of critical thinkers dedicated to integrity, service, and living the Gospel message of Christ in the twenty-first century.

Saint Agnes School and Arlington Catholic High School commit to the following Core Values:

- We are Catholic
- We are People of Character
- We are Critical Thinkers
- We are a Close Knit and Vibrant Community



Strategic Objectives



Embrace and Strengthen Our Catholic Identity



Further Expand Parent and Alumni Relations



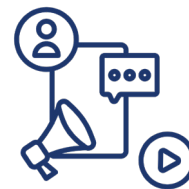
Advancing the Student and Faculty Experience



Ensuring Financial Sustainability Through Strong Leadership and Strategic Planning



Facilities/Campus Enhancements, Visioning and Improvements



Expand Marketing Through Enhanced Branding and Communications

OBJECTIVE

01

Embrace and Strengthen Our Catholic Identity





- Faithfully adhere to the philosophy of the Sisters of Saint Joseph, loving God and our neighbors without distinction, embracing our differences and striving always to meet the needs of all our students.
- Strive for more daily Mass attendance for faculty and students prior to the school day.
- In addition to annual retreat days, seek to find further opportunities for faith formation.
- Seek to return to community Masses for the two schools.
- Ensure that regular Masses for athletic teams are taking place.
- Institute faculty/staff testimonials for students to hear from the adults in their school what faith means to them.
- Continue with all school meetings to reiterate values, hear from students, and potentially hear from relevant or important speakers.
- Ensure publication of regular newsworthy articles and photos in the Catholic Parishes of Arlington (CPARL) Bulletins.
- Ensure that Catholic Schools Week remains a vibrant and important period of time in the school year at both Arlington Catholic High School, and Saint Agnes School and that events are coordinated wherever possible.
- Ensure close adherence to our School's Core Value and that they be recognized as "non-negotiable" by all members of the Arlington Catholic High School and Saint Agnes community.
- Encourage real world experience through student engagement in community service, so as to foster respect and empathy for humankind.
- Elevate the work of the school choir at AC liturgies to include more contemporary music along with more traditional songs and continuing to foster enthusiastic liturgies that students find relatable.

OBJECTIVE

02

Further Expand Parent and Alumni Relations



- Create a Parent Council, which meets regularly with the President to share insights, generate ideas for advancing the schools, and to assist with visioning.
- Hold Parent Coffees with the Principal or Coffees with the President on a regular schedule that is listed in each school calendar.
- Create a Parent Organization at ACHS charged with creating events and activities that will strengthen parent relations and increase spirit and show teacher appreciation.
- Expand SASFA and ensure it too creates events and activities that strengthen parent relations and increase spirit at SAS.
- Ensure that both parent organizations are coordinating their efforts through regular Joint meetings.
- Ensure that parent organizations have subcommittees allowing for the division of multiple events/tasks/labor.
- Create an Alumni Association that broadens connections and generates opportunities for Alumni to socialize beyond the typical reunions.
- Ensure that Alumni Newsletters build on recent successes and are vibrant, professional in quality, with content that is of interest to all alum, regardless of YOG.
- Ensure that *Fidelitas* is completed and ready for publication two weeks prior to the Thanksgiving break and that it is of the highest quality and includes, information about annual fundraising, current finances, the previous graduation, alumni spotlight articles, news about regular fundraising drives, athletics, or noteworthy events, news about reunions since the last publication, donor lists, capital campaigns, the President's Fund, and other pieces of key information of interest to our alum.
- Continue to survey families on the effectiveness of our programs, offerings, and overall experience, to ensure "customer satisfaction".
- Develop surveys to collect feedback from alumni regarding their experiences at Saint Agnes School and Arlington Catholic High School, their preparedness for life after Arlington Catholic, and for their insights as to how we can improve as a school.

OBJECTIVE

03

Facilities/Campus Enhancements, Visioning and Improvements





- Working with our Pastor, architects, the administration, and the Advisory Board, review existing facilities and strategize the possibilities for reconfiguration and/or expansion.
- Visit other area Catholic Schools to study their facilities and gain insights into some of the positive upgrades they have made in recent years.
- Address signage on the campus, ensuring there are clear signs marking key entrances.
- Consider upgrading lighting in front of our campus buildings to spotlight flags, banners, or other important defining attributes.
- Continue to revisit safety and security protocols to ensure that our building are physically secure and our students well protected from any and all threats.
- Develop and/or maintain a five year capital plan for our school facilities that allows for planning of regular or significant capital projects.
- Explore options for increasing teaching spaces at Saint Agnes School and Arlington Catholic High School.
- Ensure that science and technology workspaces are fit with current technologies and allow for deep exploration of science and technology.

OBJECTIVE

04

Advancing the Student and Faculty Experience

Raising the Bar





- Form a *Portrait of a Graduate* committee that develops a picture of what an SAS/ACHS graduate looks like (what will they know or be able to do upon graduating from our schools?)
- Continue to work toward making faculty and staff compensation competitive and equitable both within our school and with area public schools.
- Implement the recommendations of the NEASC Decennial Accreditation team and celebrate our identified commendations.
- Expand professional development opportunities and activities for our faculty.
- Conduct a deep study of the Program of Studies and curriculum at both SAS and ACHS, ensuring that the courses and content being made available to our students are/is current, of the highest quality with a proven history of success (SAS), attractive to our students (ACHS), and where possible takes advantage of higher ed. and industry within our region (ACHS).
- Conduct regular surveys of students and families regarding their experiences with athletics, seeking to improve where at all possible.
- Reach out to area colleges and universities on behalf of our graduates in an effort to secure top tier acceptances.
- Further advertise and support the dual enrollment program, ensuring that ACHS students are able to take full advantage of college courses available to them.
- Review Foreign Language program, ensuring that courses are meeting the needs of our students are meeting with proven success. Consider further expansion into early grades.
- Support existing faculty committees ensuring that fun activities (BBQ's, softball games, pot luck luncheons, chili/soup cook offs, happy hours) are held at least 3-5 times annually in each school and that there are events that span both schools.

OBJECTIVE

04

Advancing the Student and Faculty Experience

Raising the Bar





- Enhance STEAM (Science, Technology, Engineering, the Arts, and Mathematics) related work:
 - Expand relationships with companies and/or organizations that may help us advance our steam programming
 - Seek to develop summer STEAM activities (STEAM Camp?).
 - More firmly establish robotics program, starting in the earliest grades.
 - Examine opportunities to take advantage of AI Technology.
 - Create internships (for students) and externships (for teachers) to take full advantage of the high-tech/biotech industry in our region.
- Review fine and performing arts programs for effectiveness and expand and improve where possible or necessary.
- Ensure that safety protocols and trainings (lockdown procedures, Protecting God's Children, "See Something, Say Something") are in place and reiterated regularly with staff and students.
- Ensure that our school facilities are physically secure and that all necessary hardware and technology is in place to ensure student and staff safety.
- In effort to ensure teacher retention, survey faculty and staff regularly to assess the quality of their working experiences at SAS/ACHS. Use that data to adjust and enhance the experience for faculty and staff in our school.

OBJECTIVE

05

Ensuring Financial Sustainability Through Strong Leadership and Strategic Planning



- In an effort to improve and enhance the role of the Advisory Board, consider making revisions to current operations protocols and procedures.
- Confirm the role of the Advisory Board to include regular review of the operating budget, approval of the annual budget, review of fundraising strategies, and analysis of the school's performance.
- Create Advisory Board Subcommittees, overseen by the administration but charged with capital planning, finance/development review, admissions review, marketing review, curricular (including religious studies) review.
- Re-establish a printed annual review that highlights annual costs for operation and that can be used to point out the need for continued/expanded fundraising.
- Break down the "Cost to educate a student at SAS/ACHS" demonstrating the limitations of current collected tuitions and highlighting the need for alternative funding sources.
- Establish a "President's Fund" which will serve as an endowment, a capital fund (unrestricted), and a financial aid/scholarship fund (restricted) for SAS and ACHS, and set goals annually for expected growth.
- Ensure that all of our graduates understand the importance of giving back to our community, society, and our schools.
- Review at the start of each year our previous Annual Fund fundraisers to ensure steady annual growth, and create new alternative initiatives where/when necessary.
- Establish annual goals for fundraising that are attainable, yet raise the bar for outside funding coming into the school and clearly differentiate where our funds are coming from.
- Explore grants from outside organizations and foundations, to grow our finances and expand special initiatives, such as STEM programming or other new/relevant offerings.
- Expand outreach to alumni regionally and nationally seeking broader support for our fundraising efforts.
- Establish annual Day of Giving for the School. Ensure that it is well advertised and the rationale holding it is well known to the parent, alum, and donor community.
- Strategically develop an annual fundraising calendar that clearly outlines initiatives for the year.

OBJECTIVE

06

Expand Marketing Through Enhanced Branding and Communications





- Ensure that our school's core values, identifying our "non-negotiable" beliefs, are prominently displayed in the buildings, in promotional literature, and on the website.
- Upgrade the website ensuring that it is attractive to the outsider, easy to navigate, and "tells our story" effectively.
- Ensure that the website contains only content that is relevant to our families, alum, and visitors, eliminating redundancies and/or unnecessary clutter.
- Create visible banners that can be prominently displayed on our campus, generating interest/curiosity about our schools.
- Create a subcommittee that is responsible for developing a name for our school.
- Develop a summary document (with fast facts) and a Portrait of a Graduate document that summarizes the benefits of being an SAS/ACHS graduate.
- Consider options for further publicizing the successes of our student graduates.
- Ensure that the schools are working consistently off of one calendar that is easily accessible, user friendly, and reliable.
- Establish new strategies for sharing the benefits of an SAS/ACHS education with families of school aged children within a 15 mile radius of Arlington Center.